

Date: 12 MAR 1958

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Staffing Requirements of GCI Printing Plant, Printing Services Division

REFERENCE : Memo from Director of Logistics to DD/S, dated 17 February 1958, "Necessary Increase in Printing Services Division 2/0 -- GCI Plant," asking for seven additional personnel.

This memorandum contains recommendations for Deputy Director (Support) approval. Such recommendations are contained in paragraph 5.

1. PROBLEM

To determine whether additional personnel are required to operate the GCI printing plant satisfactorily and, if so, how many.

2. FACTS

a. Present T/O and on duty of the GCI plant is eight. This has been supplemented since 10 February 1958 by detail from the plant of one man on a full-time basis. 25X1A6a

b. Overtime in the GCI plant totaled 3,188 hours from 1 February 1957 through 26 February 1958.

Average total overtime per month for the plant during this period was 245 hours. However, this average figure is misleading; a month-by-month plotting (See TAB I) shows a moderate steady rise in overtime throughout the 13 month period with a sharp increase in January and February 1958. February 1958 overtime was 448 hours.

Average overtime per month per man during this whole period was 30 hours -- eight hours per week per man. During February 1958 these figures changed upward from 30 hours per month per man to 36 hours and from eight hours per week per man to 14 hours.

Seventy-seven percent of the overtime was on Thursday nights from 5 p.m. to 2 a.m. on Friday mornings.

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Cost to CIA of this total overtime was approximately \$11,444. See TABS I & II.

- c. The OCI plant schedule provides for 24-hour coverage on Monday through Friday, and partial coverage on Saturdays and Sundays. See TAB III.
- d. There has been a moderate increase in OCI plant production. (see TAB IV). The number of graphics (maps, charts, and photographs) in publications produced by this plant has also increased moderately. The number of colors used in such graphics has increased sharply since January 1, and is constantly increasing. (See TAB V). As of February 24, 1958, the OCI plant had a backlog of 11 publications, totaling 199 offset masters and 30,815 pages of text, plus graphics. See TAB VI.
- e. The OCI plant regularly produces (for OCI and for other Agency components) 21 publications, in addition to a number of publications published irregularly, and others which are handled by the OCI plant on special request. (See TAB VII). A majority of the publications are special and/or current intelligence; some publications such as ORR contributions to National Intelligence Estimates are neither special nor current. The OCI plant is frequently called upon to produce material which is desired quickly by other Agency components. Material for 12 of the plant's regular publications is received at or after 12 noon; seven of these publications are due out of the plant by 9 a.m. the next morning. An additional problem is created when textual material is received late; graphics cannot be printed until the location of text has been decided.
- f. The ORR Cartography Division's Special Support Branch, which produces all maps and charts for special intelligence publications, produced 65 graphics for OCI in February 1958, as against 28 in February of 1957. Ten to 16 percent of these graphics are reused in OCI publications, eliminating the necessity for new graphics photography work in the OCI plant.
- g. The OCI plant's production is approximately 14,000 pages of offset printing per man per 8-hour day. The Multilith Corporation estimates that an average day's production under usual working conditions should be 4,000 pages per operator per 8-hour day.*

3. DISCUSSION

The OCI plant's manpower problems are principally attributable to two factors:

* I don't believe this, but the comparison is not correct. There must be non-comparable bases such as substantial differences in get-ready or make-up time. ILLEGIB

- a. A desire by OCI to use more graphics material in a greater number of colors in CIA reports (this resulted in the sharp increase in the number of plates used by the OCI plant in producing graphics, beginning 1 January; each color requires a separate plate run on the offset press), and
- b. A trend toward submission of intelligence materials to the plant later in the day, for publication before the start of business the next day (this is based upon OCI's desire to hold its publications open as late as possible for the latest intelligence). As a result, much of the OCI plant's business is received toward the close of the normal working day, and the plant is as busy after 1700 hours as before, especially on Wednesdays and Thursdays.

Other contributing factors are: special rush jobs requested directly by Agency officials; requests for assistance by the Chief of Printing Services Division; mechanical breakdowns and personnel absences. But the increased use of multi-color graphics and late hour coverage are the most significant reasons for the increases in overtime and backlog. It has been estimated by the OCI plant chief that it requires three hours for a press operator to produce 850 copies of a four-color map.

- c. Several possible improvements have been discussed with the Deputy Assistant Director for Current Intelligence and the Chief of OCI's Secretariat (which directly supervises the plant):
 - (1) Earlier deadlines for OCI publications (the DAD/CI feels this is not possible if the reports are to be current)
 - (2) Reduction in numbers of graphics and numbers of colors used in graphics (the DAD agreed to do this when possible, consistent with the desires of the President and the N.S.C.)
 - (3) Printing maps on blank pages or at the tops or bottoms of pages of text, so that the plant can print graphics immediately when received rather than holding graphics until they can be fitted on the pages with textual material (the DAD feels this would destroy the appearance and effectiveness of OCI publications, although he has agreed to discuss the matter with the AD/CI).
 - (4) Preprinting frequently-used maps (this is now done when feasible; however, the majority of maps require revision). It should be noted from 2f above that efforts are being made to re-use maps whenever possible rather than creating new ones for each publication.

The DAD/CI pointed out that the Agency's prestige has increased as a result of the appearance and content of OCI's publications and that such prestige must be considered worth the cost.

- d. Determination of OCI plant's Personnel requirements must be based upon three objectives: reducing overtime, reducing backlogs, and providing necessary coverage around the clock. TAB VIII contains a suggested schedule including four additional full-time personnel plus two additional part-time persons on Thursdays which would accomplish these objectives:

- (1) Reduction of overtime (3,188 hours from 1 February 1957 through 28 February 1958 and increasing): two additional personnel.
- (2) Coverage after midnight: one man. (This coverage is now provided by an operator detailed from the [REDACTED] plant.) 25X1A6a
- (3) Elimination of backlogs, keeping current and providing adequate coverage on weekends and in case of leave or illness: one man.
- (4) Thursday production: Two persons (this day only. This would also provide cleared operators who could fill in at the OCI plant during emergencies. This will be offset by the return to the [REDACTED] plant of one man now detailed to the OCI plant.) 25X1A6a

This schedule provides three offset press operators on Wednesday and Thursday to handle normal daily production, plus three operators to handle heavy production during late afternoon on these days. However, the OCI plant has only six offset presses, one of which must be held open for changes to the Central Intelligence Bulletin; an additional press, and space to accommodate it, would be required for this schedule. OCI has agreed to furnish the space. Cost of a 1250 series offset press is \$3,000.

- e. It should be noted that, in paragraph d above, it was stated that an objective should be reduction, rather than elimination, of overtime. This is based upon the premise that some overtime in an activity such as the OCI plant is inevitable, because of "crash" jobs, late editorial changes, mechanical failures and personnel absences. However, it is estimated that the schedule in TAB VIII will eliminate more than 80 percent of present overtime while providing necessary seven-day, 24-hour coverage.

4. CONCLUSIONS

- a. All of the seven additional ceiling and T/O positions requested in the Reference are not required.
- b. Overtime in the OCI plant can be reduced, but a certain minimum amount is inevitable.
- c. No significant variations in either the deadlines or the format of the OCI publications are possible if the effectiveness of such publications is to be maintained.
- d. The three objectives of reducing overtime, reducing backlogs and providing necessary around-the-clock coverage can be met by addition of four persons (full-time) plus two persons part-time on Thursdays, and by addition of an offset press.

5. RECOMMENDATIONS

- a. The ceiling and table of organization of the Office of Logistics Printing Services Division, OCI Branch, be increased by four, in accordance with titles and grades suggested in TAB VIII, subject to review by the Director of Personnel.
- b. The Chief, Printing Services Division be directed to provide two additional press operators (for eight hours each) to assist the OCI plant on Thursdays. (Note: the operator and slot now detailed to OCI can be released back to the [REDACTED] plant under these recommendations.)
- c. OCI be requested to provide space for an additional offset press.
- d. An additional offset press be purchased for the OCI plant (cost: \$3,000).
- e. The Management Staff, in six months, re-examine the OCI plant and report to the Deputy Director (Support).

12 MAR 1958 SIGNED

[REDACTED]
Chief, Management Staff

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Attachments: 8

TAB I - Overtime - OCI Printing Plant

TAB II - Cost of Overtime - OCI Printing Plant

TAB III - OCI Plant Schedule

TAB IV - OCI Plant Production

TAB V - OCI Plant Production

TAB VI - Backlog in OCI Printing Plant

TAB VII - Production Data

TAB VIII - Suggestion of Schedule

SUBJECT: Staffing Requirements of OOI Printing Plant, Printing
Services Division

The recommendations in paragraph 5
are approved:

15 Mar 58
Date

15/
C. S. WILSON
Deputy Director
(Support)

Distribution:

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② - DD/S w/1 set of Attach ✓ Subject change reading

1 - TD/I (Attn: ADCI)

1 - Logistics